

PMP® Boot Camp Plus Program

Study Guide

Vets2PM Study Guide

This Study Guide is provided by Vets2PM®, and is intended to be employed upon completion of the Vets2PM® PMP® Boot Camp Plus Program, a 35-Hour live course (virtual or on-site).

Included are PMP® Exam preparation reminders, tips, approaches to consider, as well as a 30-Day Study Plan, which is designed to guide you to exam success, from after your class until exam-day.

The material in this section is for your consideration only, and is no substitute for genuine effort in preparing for the exam, which only you can gauge. Our team is here to assist you in all feasible ways to pass the exam, so feel free to reach out for needed support!

Email our Lead Instructor for assistance at garrik@vets2pm.com.

PMP® Exam & The PMBOK® Guide

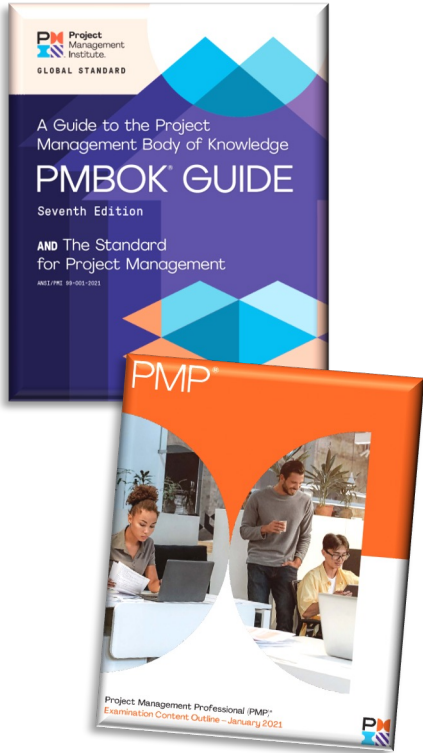
A manual published by PMI® that contains:

An ANSI Standard for delivering projects in any environment/industry

A guideline that project managers can use to assist in forming and implanting project plans

A contemporary collection of good and emerging practices to successfully manage projects

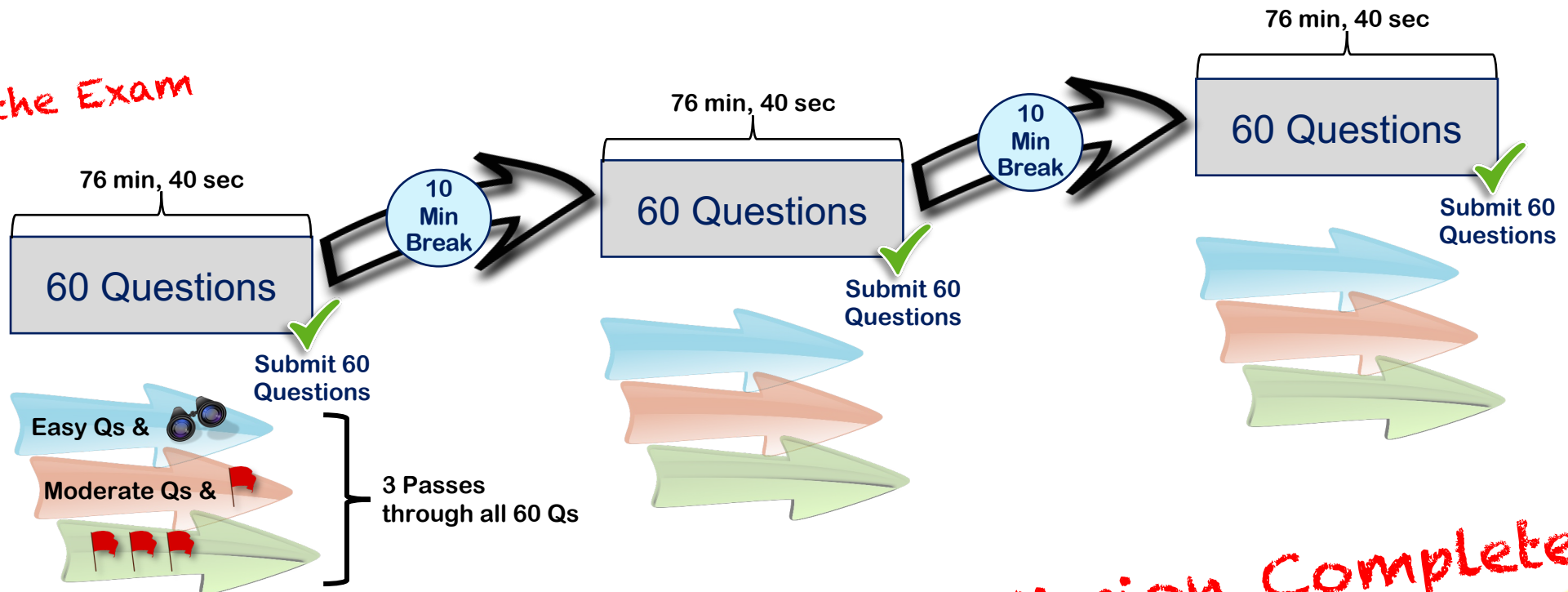
The PMP® Exam is not based on the (current) PMBOK® Guide, rather on the (current) PMP® Exam Content Outline (ECO). Any document supporting the tasks within the ECO are helpful for studying for the PMP® Exam.



PMP® Exam Execution

- 180 total questions, 230 minutes
 - 175 scored
 - 5 unscored (“pre-test”)

Attack the Exam



PMP® Exam Approach

How PMI® sees us as PMs

- The “lens” through which to view exam questions

Mindset of the PM:

- Selfless service
- “The buck stops with you”
- 90% of your time is spent communicating (meetings, SMEs, reporting status, etc.)
- Planning is key, the WBS is the key planning document, so every project has a WBS
- Balanced approach to conflict management, negotiation, leadership style, etc.
- Always observe before making a decision (respond, don’t react)
- Proactive, not reactive

Exam Assumptions:

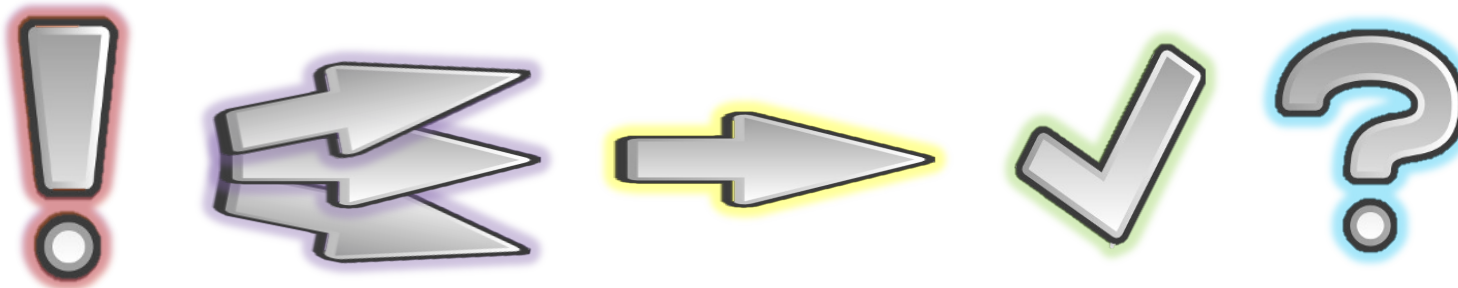
- You are assigned to a large, complex project for a large organization by a large organization
- Multi-year schedule and million+ dollar budget
- Numerous, global Stakeholders
- You are assigned before the project work begins, stakeholders are engaged, and roles/responsibilities are clearly defined and known
- You have appropriate time to plan and make decisions prior to executing
- A Project Management Office (PMO) is present and active
- You continuously influence stakeholders, changes, risks, root causes, and outcomes
- You are always looking for small, incremental improvements
- The project is not done until “all of the tools are put away”

PMP® Exam Decision-Making Model

PM decision-making model:

- 1) A problem is posed
- 2) Determine approach (predictive, adaptive, hybrid)
- 3) Confirm that the problem exists
- 4) Assess options for resolving the problem
- 5) Choose an option
- 6) Execute the option
- 7) Assess whether the desired effect has been achieved
- 8) ... back to 1: is a problem still being posed...

Determine where you are on this model for each exam question to help you determine "the next best step."



PMP® Exam Studying

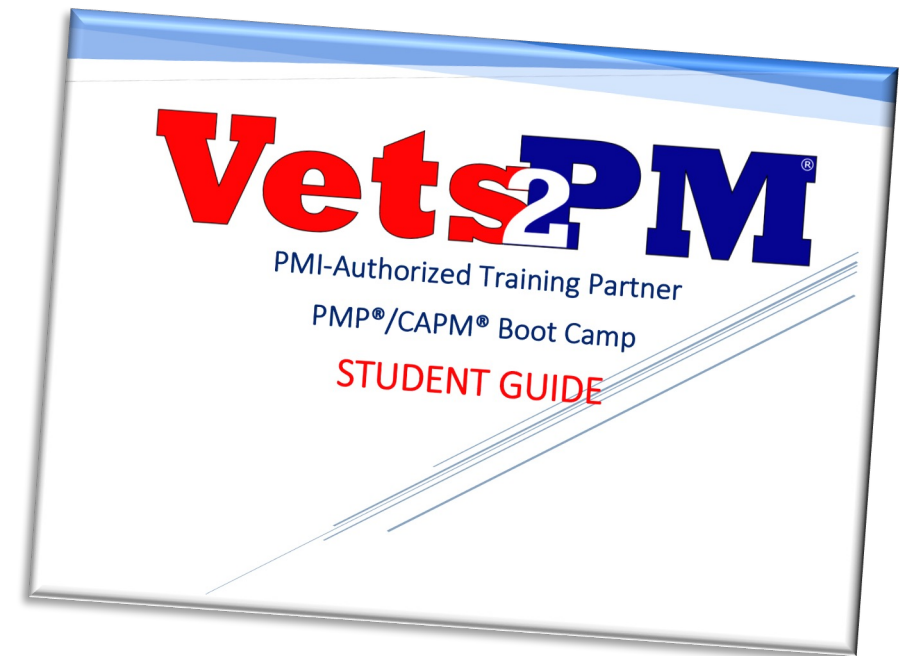
This PMP® Exam crash course is intended to be intense

- High volume of material
- Moderate complexity

We recommend 30 days of studying *after* completion of this course

- Use the 30-Day Study Plan; tailor length of time as needed
- Review course videos and materials; heavy focus on exam-prep questions
 - 2-3 hours per day
 - 5-6 days per week
 - 3-5 weeks

Life circumstances will vary, therefore your studying path will, too!



Study Plan Overview

In completing your Vets2PM PMP®/ CAPM® *Boot Camp Plus* course, you have established a firm foundation of knowledge, but much more preparation is needed for ultimate success on the PMP®/ CAPM® Exam.

You will need to implement focus, discipline, and a structured plan to best prepare for this exam. To facilitate effective progress and preparedness, it is recommended to completely immerse yourself in the course material for about **2-3 hours per day, 5-6 days per week, for 4-8 weeks** after completing the boot camp course.

The following benchmarks are vital in passing the PMP®/ CAPM® exam:

- Attend an Authorized Training Partner 35-hour Boot Camp
- Read the PMI® Authorized PMP® Exam Prep book (student workbook) cover-to-cover
- Read the PMI® PMP® Glossary a minimum of three times
- Review all PMI® Topic Activities, Lesson Mastery Builders, and Pre/Post-Class Assessments
- Complete a minimum of 1,000 exam-prep questions (the following 30-Day Study Plan guides you to complete 1,000)
- Immerse yourself in mastering the course content for a minimum of 3 weeks following class

After training thousands of students, we have found that those students not achieving these pre-exam benchmarks fail their PMP® exams on their first attempt.

Study Plan Tailoring

In certain environmental conditions, at-home online testing may be offered by PMI®. In these cases, some special considerations have been found useful in planning to take the PMP®/CAPM® exam in a digital environment:

- Consider that the exam window automatically expands to fill the computer monitor; no other windows may be opened during the exam
- Take the time to conduct the exam tutorial, if provided, as shortcuts and tips are shown which may prove useful
- While *knowing* the “brain dump” is a helpful tool for instilling information in your mind, it may not be feasibly drawn on the provided exam scratch documents/digital whiteboard; memorization may still prove useful
- As with onsite testing centers, speaking aloud (or covering your mouth) may not be permitted in the digital exam-taking environment, as it is proctored live by specialists; consider practicing exam questions silently, with mouth uncovered
- Be familiar with adjusting computer monitor brightness, as the exam window is mostly white and may be straining to view for the exam duration

The following 30-day study plan is the daily study regimen you’ll need to follow to help you achieve maximum results and pass the PMP®/CAPM® exam. It is suggested that you spread this plan over the course of your day. Immersion is *vital* for effective preparation. You can achieve this in several ways: flashcards, smartphone applications, student study guides, additional (free) attendance to courses (unlimited access), PMI® meetings, and more!

This study plan is only a starting point, and you should modify it to best fit your personal schedule, focus areas, and the date of your PMP®/CAPM® exam (recommended to be scheduled within 90 days of the Vest2PM PMP®/CAPM® Boot Camp course completion date).

Study Plan

**All reading material below references the PMI® Authorized PMP® Exam Prep book (student workbook), unless otherwise noted*

Course Introduction & Lesson 1: Business Environment

Day 1

- Watch PMI® Spotlight videos (Earning PDUs, The Project Economy, Preparing for the PMP® Exam)
- Take all available PMI® Mastery Builders (Found on your PMI.org library, PMP® Exam Prep course) and exam-preparation questions (found in your vets2pm.com Student Portal, PMP® Boot Camp)
- Create Brain Dump
- Complete 20 exam-prep questions (from any source)

Day 2

- Complete Mastery Builder 1 (record score)
- Read Topics A-C in the Student Workbook & watch associated Course Content
- Watch PMI® Spotlight video for Topic A (Successful Persuasion)

Day 3

- Write/draw Brain Dump twice
- Complete Activities for Topics A-C
- Read Glossary pages 1-8 (Found on your PMI.org library, PMP® Exam Prep course)
- Complete 20 exam-prep questions (from any source)

Day 4

- Read Topics D-F in the Student Workbook & watch associated Course Content
- Complete 30 exam-prep questions (from any source)

Day 5

- Write/draw Brain Dump twice
- Complete Activities for Topics D-F
- Read Glossary pages 9-16
- Complete 30 exam-prep questions (from any source)

Day 6

- Complete Mastery Builder 1 (assess score)
- Complete 30 exam-prep questions (from any source)

Study Plan

Lesson 2: Start the Project

Day 7

- Write/draw Brain Dump twice
- Complete Mastery Builder 2 (record score)
- Complete 30 exam-prep questions (from any source)

Day 8

- Read Topics A-B in the Student Workbook & watch associated Course Content
- Watch PMI® Spotlight video for Topic A (Communication Channels) and Topic B (Using Social Skills to Build Relationships, Tuckman's Ladder of Team Development, Virtual Teams)

Day 9

- Write/draw Brain Dump twice
- Complete Activities for Topics A-B
- Read Glossary pages 17-23
- Complete 40 exam-prep questions (from any source)

Day 10

- Read Topics C-D in the Student Workbook & watch associated Course Content
- Watch PMI® Spotlight video for Topic D (When to Apply Agile Methodologies, Iterative Way of Working)

Day 11

- Write/draw Brain Dump twice
- Complete Activities for Topics C-D
- Read Glossary pages 24-30
- Complete 50 exam-prep questions (from any source)

Day 12

- Complete Mastery Builder 2 (assess score)

Study Plan

Lesson 3: Plan the Project

Day 13

- Write/draw Brain Dump twice
- Complete Mastery Builder 3 (record score)
- Complete 50 exam-prep questions (from any source)

Day 14

- Read Topics A-C in the Student Workbook & watch associated Course Content
- Watch PMI® Spotlight video for Topic B (MVP or MBI) and Topic C (Working with the Critical Path, Planning Poker)

Day 15

- Write/draw Brain Dump twice
- Complete Activities for Topics A-C
- Read Glossary pages 31-37
- Complete 50 exam-prep questions (from any source)

Day 16

- Read Topics D-H in the Student Workbook & watch associated Course Content
- Watch PMI® Spotlight video for Topic D (RACI Chart Creation), Topic F (Identifying Project Risks)

Day 17

- Write/draw Brain Dump twice
- Complete Activities for Topics D-H
- Read Glossary pages 38-44
- Complete 50 exam-prep questions (from any source)

Day 18

- Complete Mastery Builder 3 (assess score)

Study Plan

Lesson 4: Lead the Project Team

Day 19

- Write/draw Brain Dump twice
- Complete Mastery Builder 4 (record score)
- Watch PMI® Spotlight video for Lesson 4 (Leading Without Authority)

Day 20

- Read Topics A-D in the Student Workbook & watch associated Course Content
- Complete 50 exam-prep questions (from any source)

Day 21

- Write/draw Brain Dump twice
- Complete Activities for Topics A-D
- Read Glossary pages 45-51
- Complete 50 exam-prep questions (from any source)

Day 22

- Read Topics E-G in the Student Workbook & watch associated Course Content
- Watch PMI® Spotlight video for Topic E (Handling Pressure from Outside Your Team) and Topic G (Dealing with Difficult People)

Day 23

- Write/draw Brain Dump twice
- Complete Activities for Topics E-G
- Read Glossary pages 52-58
- Complete 60 exam-prep questions (from any source)

Day 24

- Complete Mastery Builder 4 (assess score)
- Complete 60 exam-prep questions (from any source)

Study Plan

Lesson 5: Support Project Team Performance

Day 25

- Write/draw Brain Dump twice
- Complete Mastery Builder 5 (record score)
- Read Topics A-B in the Student Workbook & watch associated Course Content
- Watch PMI® Spotlight video for Topic A (Kaizen)
- Complete Activities for Topics A-B
- Read Glossary pages 59-63
- Complete 180 exam-prep questions (from any source)

Day 26

- Read Topic C in the Student Workbook & watch associated Course Content
- Watch PMI® Spotlight video for Topic C (Project Status Reports, Information Radiators)
- Complete Activities for Topic C

Day 27

- Write/draw Brain Dump twice
- Read Topics D-E in the Student Workbook & watch associated Course Content
- Read Glossary pages 64-68
- Complete Mastery Builder 5 (assess score)
- Complete 200 exam-prep questions (from any source)

Study Plan

Lesson 6: Close the Project/Phase

Day 28

- Complete Mastery Builder 6 (record score)
- Read Topics A-C in the Student Workbook & watch associated Course Content
- Complete Activities for Topics A-C
- Read Glossary pages 69-75

Day 29

- Write/draw Brain Dump twice
- Complete Activities for Topics A-C
- Read Glossary pages 76-81
- Complete Mastery Builder 6 (assess score)
- Complete 100 exam-prep questions (from any source)

Day 30

- Write/draw Brain Dump twice
- Watch PMI® Spotlight video (Preparing for the PMP® Exam)
- Take all available PMI® Mastery Builders and exam-preparation questions (found after the Course Content videos)
- Complete 200 exam-prep questions (from any source)

Study Plan

PMP®/ CAPM® Exam Day

- Arrive at the testing center at least 45 minutes early
- Write/draw Brain Dump once
- Skim through glossary if you have time
- During the exam, answer all 60 questions, then we recommend taking advantage of the optional 10-minute break to get a period of recovery. Remember, there is no penalty for guessing, so be sure to answer each question (e.g. don't leave any blank). It is normal to use most of the allotted time for the exam, so control your pace by using three passes through each section of the exam: first pass (easy questions), second pass (moderate questions, flagging those you will need more time on), third pass (difficult/flagged questions).

Brain Dump

This document references a single sheet of paper used to draw/write all memorized information in preparation for the exam. This is a personalized document, created during the study process, and used specifically to facilitate memorization and recollection of certain information, which will likely aid in answering several question types more quickly. You may wish to include information such as earned value formulas, names and styles of charts, theories/theorists, etc. for memorization... anything that you sense will not be easily recalled during the exam. Whether you will be able to draw/write this memorized document during the exam will depend on test-taking center procedures, provision of note-taking materials, changes in exam policies, and other unknown environmental conditions. Regardless, it is recommended to memorize and use this document during the study process, as the mental organization and rumination of the material on the brain dump can only facilitate positive results on the exam.

Brain Dump



PMP® Exam “Brain Dump”

This document is subjective, so add what *you* think would be beneficial to memorize for the exam on your personal study version!

Formulas

Earned Value Management (EVM)

Planned Value (PV) = Cost Baseline at a certain date
 Earned Value (EV) = % work completed x PV
 Actual Cost (AC) = Money spent at a certain date

Budget At Completion (BAC) = sum of all budgets
 Estimate at Completion (EAC) = BAC / CPI

Schedule Variance (SV) = EV - PV
 Schedule Performance Index (SPI) = EV / PV
 Cost Variance (CV) = EV - AC
 Cost Performance Index (CPI) = EV / AC
 •SV/CV: + is good, 0 is on plan, - is bad
 •SPI/CPI: ≥1 is good, 1 is on plan, ≤1 is bad
 Estimate to Complete (ETC) = EAC - AC

Expected Monetary Value (EMV)

Probability of occurrence (%) x monetary impact (\$)

Communications Channels

$$\frac{N(N-1)}{2}$$

N = total number of stakeholders in a project (including the PM)



Theory

Organizational Theory

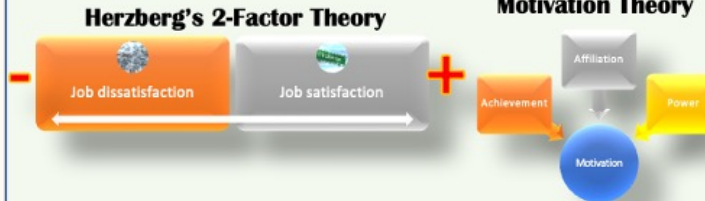
Tuckman's Ladder



Maslow's Hierarchy of Needs



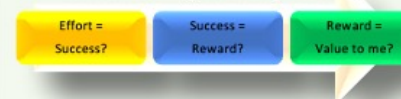
McClelland's Human Motivation Theory



McGregor's X / Y Theory



Vroom's Expectancy Theory



Ouchi's Theory Z

x, y, Z

Fiedler's Contingency Theory



Quality Theory

W. Edwards Deming
 Joseph M. Juran
 Philip Crosby

Genichi Taguchi
 William (Bill) Smith, Jr.

Agile

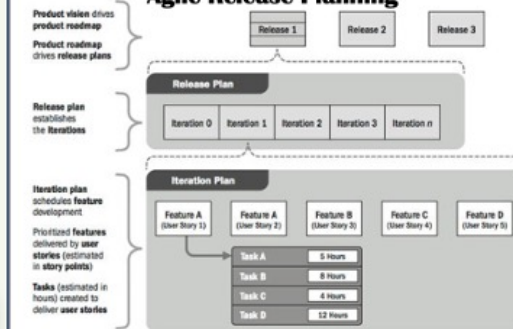
Positions

Project Manager
 Product Owner
 Scrum Master

Ceremonies

Daily Standup/Daily Scrum
 Iteration/Sprint Planning
 Iteration/Sprint Review
 Iteration/Sprint Retrospective

Agile Release Planning



Miscellaneous

Sigma Accuracy Values

1 sigma = 68%
 2 sigma = 95%
 3 sigma = 99.7%
 6 sigma = 99.9997%

Code of Ethics and Professional Conduct (COEPC)

Responsibility
 Respect
 Fairness
 Honesty

Methodologies

Predictive
 Agile
 Iterative
 Incremental
 Hybrid

Consensus Techniques

Fist of Five
 Roman Voting
 Polling
 Dot Voting

